




Budget Narrative Refresher Training Summer 2011

Part of the Appropriation Requests

Narrative Changes for FY 2013

- *Performance Measures* will be included with *Goals/Objectives*.
- Department of Administration will return to text format for narratives (rather than the PEW Excel forms used the last two years)

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- Division *Goals/Objectives* should relate back to department or bureau or constitutional office *Goals/Objectives*
 - Consider carefully which *Goals/Objectives* and *Performance Measures* will represent your agency
 - *Performance Measures* should be efficiency or effectiveness type

Narrative Organizational Levels

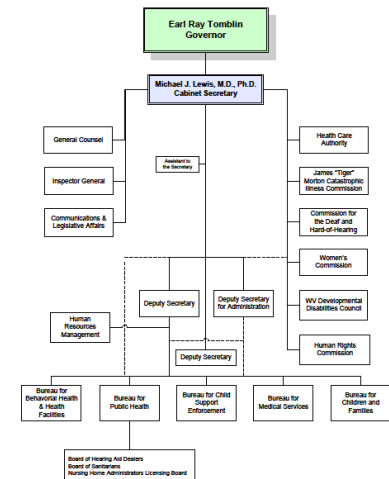
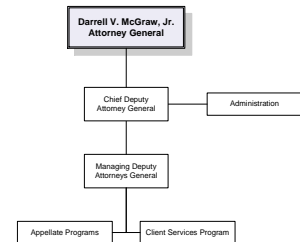
- Constitutional officer, department or bureau
- Division or agency
(a primary entity of government)

Constitutional Officer, Department or Bureau

- Organizational chart
- *Mission* statement
(defined in division level)
- *Goals* (defined in division level)
- Some departments will have
Goals/Objectives/Performance Measures

Organizational Charts

- Programmatic, not people
- Delineate relationships
- May range from simple to complex
- May include more than just divisions



Divisions

- *Mission*
- *Operations*
- *Goals/Objectives/Performance Measures*
- *Programs*

Mission Statements

- States the reason for an agency's existence:
 - What unique product or service do you provide?
 - Who is your client or target group?
 - Why is your product or service of benefit?
- May state what an agency foresees for the future

Good Examples of *Mission Statements*

- The mission of the West Virginia Department of Environmental Protection (DEP) is to promote a healthy environment by using all available resources to protect and restore West Virginia's environment in concert with the needs of present and future generations.
- The West Virginia Division of Rehabilitation Services enables and empowers individuals with disabilities to work and to live independently.
- The Division of Forestry's mission is to protect, nurture, and promote the wise utilization of the state's forest resources to ensure that they are a major contributor to the state's economy on a sustainable basis in the most practical, cost-efficient manner.

Could These *Mission* Statements Be Improved?

The Department of Agriculture provides vision and strategic planning to ensure the continuation of an adequate, safe, and wholesome food supply for the citizens of West Virginia and ensures compliance with legislative mandates to protect and promote the agriculture industry. Critical functions of the department include food safety and distribution, agricultural economic development, regulatory compliance, environmental protection, farmland preservation and education, and development of strategic response programs for the agriculture industry.

OR

To develop a system of support leading to educator quality, increased student achievement and 21st century learners by providing leadership, technical assistance, and support that assists schools and county school districts to develop, improve, and deliver educational programs that enable all students to achieve mastery and beyond.

Operations

- Details of the activities and/or functions of the division (Use present tense when in bullet point style)
- These activities should be relatively unique to the division
- Do not list items such as payroll, purchasing, inventory, management and administrative support, accounts payable, personnel issues, maintain files, handle inquiries, draft correspondence, etc., since most agencies do these things. (The exception would be if that is the purpose or mission of the entire division)

Good Examples of *Operations*

Tax Division

- Collects tax revenue that will allow the State to finance government operations.
- Appraises industrial, public utility, and mining properties.
- Provides services to assist taxpayers in understanding their obligations to the State.
- Regulates charitable bingo operations in the state.

Rail Planning

- Provides statewide rail transportation planning.
- Pursues and evaluates alternative operations for lines targeted for abandonment.
- Formally contests abandonments that may be detrimental to West Virginia's economy.
- Provides assistance for rail tourism development.

Could These *Operations* Be Improved?

- Operates and oversees video lottery at the state's four racetracks.
- Operates and oversees table games at the state's four racetracks.
- Operates and oversees limited video lottery.
- Operates and oversees traditional on-line and instant lottery games.
- Operates and oversees video lottery and table games at The Greenbrier Hotel.
- OR
- Sends applications to individuals who request them.
- Reviews completed applications, and issues licenses to those who meet the requirements.
- Determines continuing education requirements necessary to maintain licensure.
- Reviews renewal forms and continuing education to maintain licensure.
- Provides convenient, on-line license renewals on the agency's Web site.
- Sets standards of practice and professional ethics.
- Conducts disciplinary actions when necessary.

Goals/Objectives for Constitutional Officers, Departments, and Bureaus---with Divisions

- You should provide *Goals/Objectives* to your divisions in advance so they can correlate their *Goals/Objectives*
- If you don't already, consider reviewing the *Goals/Objectives/Performance Measures* of your divisions since those items reflect on the entire agency

Goals

- Issue-oriented statements
- What an agency intends to accomplish to fulfill its *Mission*
- Department level *Goals* usually should be broad (general) goals (there are exceptions), whereas
- Division *Goals* may be more specific and should relate to those of the higher level

Objectives

- Objectives are:
 - Statements of activities related to achieving a goal
 - Targets for specific actions
 - Detailed
 - Quantifiable
 - Time-Specific

Good Examples of *Goals/Objectives*

Recruit and retain a robust workforce capable of quality service delivery.

- Reduce the number of child protective service worker vacancies by ten percent by FY 2012.
- Provide a 2.5-day training class on management techniques for front-line supervisors during FY 2011.

Add digitized archival collections to the agency's website as an instrument for education of all generations.

- Add at least 25 video files, 1,000 image files, and 500 text files to the Archives section of the website each year.
- Add survey information to the Historic Preservation Section of the agency's website by FY 2012.

Could These *Goals/Objectives* Be Improved?

Improve the aviation infrastructure in West Virginia.

- Provide funding assistance to airports to enable them to meet local match requirements of FAA Airport Improvement Program grants.
- Increase by 20% the state grants to general aviation airports by 2014 so they can undertake projects not eligible for federal grants.

OR

Achieve American Correctional Association (ACA) accreditation for all facilities operated by the division.

- Obtain ACA accreditation for Huttonsville Correctional Center during FY 2012.

OR

- Increase by one percent the number of felony arrests made by troopers from the 15,581 made in 2010 to at least 15,737 in 2011.

Programs

- Agency selects the *Programs*
 - For all programs, the financial details must be available on the agency's AR10s and AR11
 - Describe the program in one or two sentences
 - Include the estimated Full Time Equivalent (FTE) positions associated with the program (matches data on AR10/AR11)
 - Include the estimated program cost (plus administrative support) at current level request (matches data on AR10/AR11)
- Alphabetical, but administrative/executive program may be listed first
- On rare occasion, may be grouped by sections (that are also listed alphabetically)

Examples of *Program* Descriptions

Abandoned Mine Lands and Reclamation

This program restores and reclaims West Virginia's land and water resources disturbed by surface mining operation prior to the passage of the federal Surface Mine Control and Reclamation Act of 1977.

FTE: 65.00

Annual Program Cost: \$110,598,793

Construction

The program is responsible for the construction of regional jails, correctional facilities, and juvenile detention facilities to improve conditions of confinement and to improve the efficiency of operating such jails.

FTE: 0.00

Annual Program Cost: \$0

Performance Measures

- *Performance Measures* should be linked to an agency's *Goals/Objectives*
 - Reflects the division's extent of achievement
 - Describes what you do directly for your customers
 - Likely to be viewed by the public as a benefit
- Should NOT be **WORKLOAD** measures
 - Indicates the amount of work performed or services rendered
 - Describes the necessary work done daily to deliver the program
 - Reflects more the work performed vs. the extent of achievement of the program's objectives
 - Not likely to be viewed by the public as a benefit

Performance Measures

- Should be efficiency or effectiveness type *Performance Measures*
 - EFFICIENCY = Reflects the relationship between work performed and the resources required to perform them
 - EFFECTIVENESS = Depicts the degree to which performance objectives are achieved or reflects the quality of performance
- 1 to 5 *Performance Measures* for a division (there will be exceptions for larger agencies)
- Choose performance measures that best reflect the agency's purpose

Good Examples of Performance Measures

Net tuition and fees will remain below the averages of the Southern Regional Education Board (SREB) states.

Fiscal Year	Actual 2009	Actual 2010	Estimated 2011	Actual 2011	Estimated 2012	Estimated 2013
Tuition and fees as a percentage of national average	71%	71%	69%	71%	71%	71%
Tuition and fees as a percentage of median SREB levels	83%	81%	80%	83%	84%	85%

Improve the average turnaround time to issue a license from 15 business days to eight by FY 2013.

Fiscal Year	Actual 2009	Actual 2010	Estimated 2011	Actual 2011	Estimated 2012	Estimated 2013
Average turnaround time to issue a license (in days)	15	12	10	11	9	8

Meet or exceed the minimum of 85 inspection days per FTE inspector as required by the U.S. Department of Transportation.

Calendar Year	Actual 2009	Estimated 2010	Actual 2010	Estimated 2011	Estimated 2012	Estimated 2013
Inspection days per FTE	131	104	109	110	110	110
FTE inspectors	4.35	3.85	3.95	4.00	4.00	4.00
Total inspection man-days	572	400	431	440	440	440

Good Examples of *Performance Measures*

Inspect all logging sites at initial start up and closeout to ensure compliance with best management practices.

Fiscal Year	Actual 2009	Actual 2010	Estimated 2011	Actual 2011	Estimated 2012	Estimated 2013
Logging sites inspected twice	100%	100%	100%	100%	100%	100%

Improve the state park self-sufficiency rate to 61.0% by the end of FY 2013.

Fiscal Year	Actual 2009	Actual 2010	Estimated 2011	Actual 2011	Estimated 2012	Estimated 2013
State park self-sufficiency rate ¹	60.0%	61.4%	60.5%	56.5%	60.5%	61.0%
Lodge occupancy rate	51.7%	55.3%	56.0%	52.9%	56.0%	56.0%

¹West Virginia has one of the highest self-sufficiency ratings of any state park system in the nation.

Examples of WORKLOAD Performance Measures – Can These Be Improved?

Fiscal Year	Actual 2009	Actual 2010	Estimated 2011	Actual 2011	Estimated 2012	Estimated 2013
Inspections done	323	325	325	333	333	333
Audits completed	12	12	12	12	12	12
Persons who completed training	323	233	400	64	250	250
Federal funding provided	\$16,000	\$11,064	\$10,000	\$14,852	\$10,000	\$10,000

As written here, these are workload measures—just counting things—and are neither efficiency or effectiveness measures. It is not meaningful if the performance measures do not relate to any specific objectives.

The last measure regarding federal funding may be of importance to an agency, but it is neither a measure of effectiveness nor efficiency (and is not the type of performance we are requesting).

Formatting Narratives

- Use a single space between sentences
- Acronyms
 - Spell out and define the first time each acronym is used
 - Include all acronyms with explanations in a separate list (alphabetical) submitted with your narrative
- Do NOT use manual page breaks
(CONTROL + ENTER)

Formatting *Performance Measures*

- Use tabbed columns for Six-column *Performance Measures*
 - Use single tab between each column
 - Do NOT use the spacebar to align
 - Do not use a table
- If using statistics with decimal points, use the same number of decimal points across that row

Submitting Narratives

- Org chart changes may be written directly on last year's printout
- Make sure all *Performance Measures* have been updated
- Submit one printed copy and one copy by email to the State Budget Office by September 1st

Exceptions

- We recognize that what works for one agency may not work for another, so the State Budget Office may customize a particular agency's narrative
- Contact Diana L. Schwab at 304-558-5890 if you have questions or an issue with your agency's narrative



Discussion and Questions

Glossary I

- **Agency**
a primary entity of government
- **Division**
a primary entity of government
- **Goals**
issue-oriented statements that declare what an agency intends to do to accomplish its mission
- **Mission Statement**
a statement explaining why an agency exists and what it foresees for the future
- **Objectives**
detailed, quantifiable, time-specific statements of activities related to achieving a goal

Glossary II

- **Operations**
detail of the activities and/or functions of the division
- **Organizational Charts**
programmatic charts delineating program relationships within the agency
- **Performance Measures**
a tool to determine whether a program is accomplishing its mission efficiently and effectively
 - **EFFICIENCY Measures**
reflect the relationship between work performed and the resources required to perform them

Glossary III

- **EFFECTIVENESS Measures**
depict the degree to which performance objectives are achieved or reflects the quality of performance

WORKLOAD Measures
indicate the amount of work performed or services rendered

- **Program**
a group of related activities to accomplish a function for which the government is responsible